



How to Develop “Self-directed” Employees

— A Corporate Culture of Taking on Challenges —

At CyberAgent, employees significantly contribute to our competitiveness and are the source of our corporate growth. It goes without saying that we have focused on human resource development, but our efforts do more than just that.

We believe cultivating a corporate culture and foundation of growth for our talent comes first.

We spoke with Senior Managing Executive Officer Yuko Ishida to learn more about our human resource development policy, our philosophy regarding “self-leadership” and “freedom and responsibility,” as well as why 87.5%* of employees believe working at CyberAgent is “meaningful and rewarding.”

* Stress test conducted in FY2023



Yuko Ishida

Senior Managing Executive Officer
General Manager, Recruitment Strategy Division

Corporate Culture: The Foundation of Employee Development

— What is CyberAgent's human resource development policy?

Our mission is to “nurture talent with decision-making experience.” We aim to develop talent with self-reliance and the ability to make their own decisions so that they may grow independently.

To achieve this goal, we identify the unique talents of each employee and utilize their knowledge and skills while also providing tasks and opportunities to develop their strengths. As they gain various experiences and knowledge in the process, even failure becomes a valuable ingredient for the next opportunity. We consider this entire cycle to be “human resource development.”

Of course, every employee must possess the knowledge necessary for each division/line of work and receive training in various areas, such as risk management and leadership. However, rather than a one-size-fits-all approach, we prefer to let

each business and line of work create its own development plan based on what best supports growth in their respective positions. This is because, as a company that deploys diverse businesses in line with changing times and technological innovation, the skills and knowledge required are constantly being updated. Training alone won't help our people to grow. These efforts would be pointless without providing a 'nurturing foundation' where they can make use of what they have learned and have opportunities to make decisions and implement them.

Since the dawn of the internet, we have worked to realize our vision “to create the 21st century's leading company” and have grown by cultivating new markets and developing numerous business ventures. The cumulative experience of success and failure over the past 25 years has created a culture of taking on challenges, even the most difficult ones.

The growth of individuals can be achieved by a combination of the number of decisions they've made and the difficulty of the missions they've been on. Missions completed will lead to the company's growth- so the individual's growth equals the company's growth. We believe that creating growth opportunities for individual employees is critical to the

development of our people.

Ideally, We Want to Cultivate a Cycle of “Self-Growth” for Employees

— Since CyberAgent's foundation, there have been a number of original growth measures and systems.

We value being self-directed to “think, decide, and do your work.” The same goes for training and development - we can think and try quickly as long as it is part of our principle to recruit, develop, nurture, and place people.

A notable example of this philosophy is Ashita Kaigi (Meeting for Tomorrow), which brings together management and employees from different areas and levels of experience to discuss issues and future prospects for the company. The main purpose of this meeting is to generate new business and regularly identify issues within the company. But it is also a valuable opportunity for employees to stimulate management thinking. It has helped to launch countless initiatives.



Ashita Kaigi is an annual company-wide event, but it is also held on a smaller scale in each subsidiary, division, department, profession, and age group, contributing to the growth of many employees.

Examples of Ashita Kaigi initiatives include Career Agent, our internal headhunting team, and GEPPPO, a survey system to monitor employee conditions and career aspirations. By collecting and analyzing information on employees, we can identify their talents and help them to develop and achieve appropriate placement.

Career Agent is also responsible for the operation of Career Challenge, an internal transfer listing system for employees interested in changing divisions, which has successfully transferred roughly 70% of applicants.

Another example is YMCA (Young Man CyberAgent), a project that supports and encourages young employees in their 20s.

This project brings together willing younger members to discuss issues such as how to further develop high-performing 20-somethings, what factors are missing in younger employees like themselves, and what activities can benefit the company in the future. Younger members think for themselves, make their own decisions, and carry out activities, recruiting those around them as they see fit. These activities are then passed on to the next generation. The whole process is an opportunity for growth. "Freedom and responsibility" is an important philosophy at CyberAgent. These activities to think freely and realize one's visions with one's own hands also help to bring out the motivation and commitment of the members. Simply put, our



Yuko Ishida

**Senior Managing Executive Officer
General Manager,
Recruitment Strategy Division**

Apr. 2004 Joined CyberAgent, Inc.
Feb. 2013 President of Pashaoku, Inc.
Sep. 2014 President of Woman&Crowd, Inc.
Oct. 2016 Executive Officer
Oct. 2020 Senior Managing Executive Officer
(current position)

ideal is for people to achieve a natural cycle of self-learning, overcoming challenges on their own and using any failures to move on to the next opportunity as they see fit. This ensures the growth of both our people and our business.

—How is top management involved in employee development?

At CyberAgent, executives and employees have a close relationship where they can freely consult with each other, and there is a high level of executive participation in various internal events, such as recruitment activities and social gatherings. We pride ourselves on our high level of internal communication, both in terms of frequency and quality. When executives are committed to employee development, it boosts the enthusiasm and intent of those on the receiving side, our employees. In addition, more than half of our weekly board meeting is devoted to human talent strategies, which involves extensive discussion of member-related agendas. This is where we share information about members' current circumstances and decide their placement based on their profile pictures. As a company with over 6,000 employees, I don't think many companies of a similar size go into this level of detail.

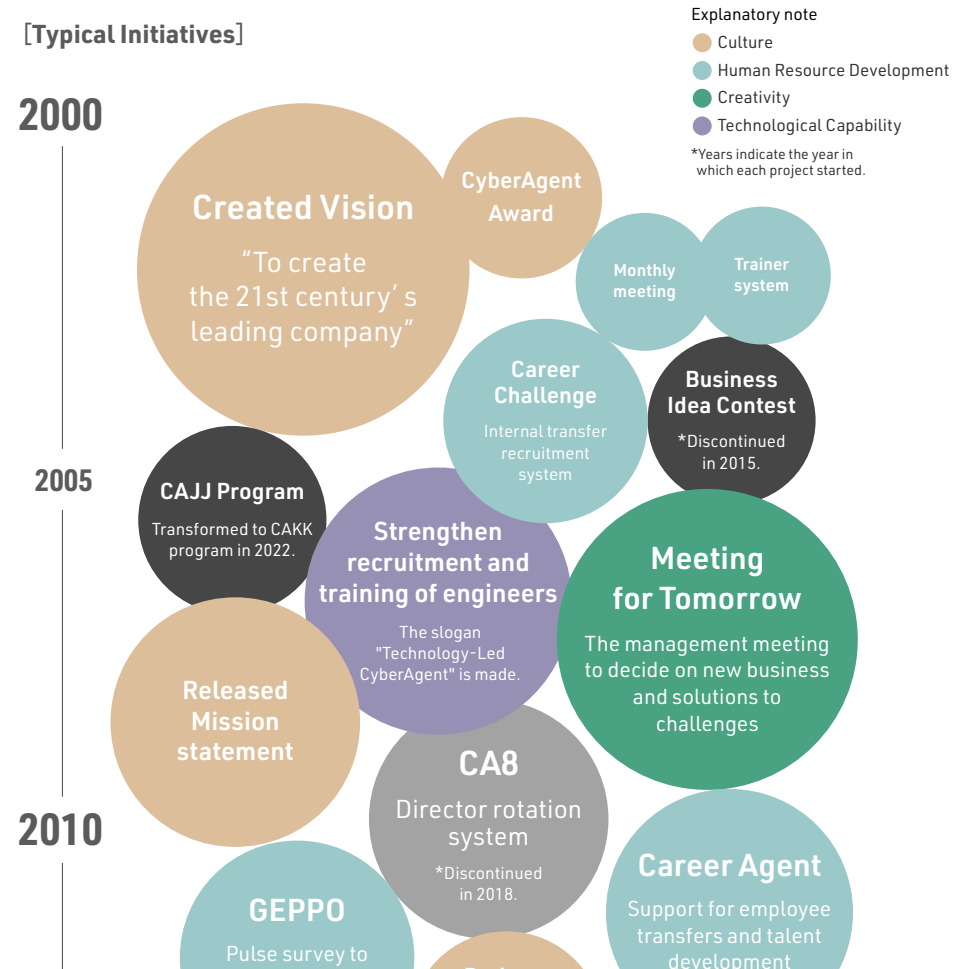
87.5%* of Employees Responded That Their Work is "Meaningful and Rewarding"

—What kind of personality will be needed to take the company forward?

Our vision for the future is reflected in our Vision and Purpose. We have chosen to use abstract language so that employees are free to interpret our statements and visualize the company's future in relation to themselves. It's okay for everyone to be different. We don't believe everyone's goal should be to become a manager or leader, and we don't intend to create a highly homogeneous organization. As Managing Executive Officer and CHO Tetsuhito Soyama always says, "We want to increase the number of employees who are surprised by their own abilities." We are trying to create an environment that helps

Our unique measures and projects to elicit motivation and commitment

[Typical Initiatives]



our people be motivated, be themselves, be self-directed, and perform to the best of their potential.

— Have you noticed any differences since the Purpose was first introduced?

The clarity of the vision that each of the employees has seems to have improved considerably. This shift is regardless of the length of service. Whether they are in their first year or their tenth, they can be clearer about their own intentions and what they want to achieve. I believe that the introduction of the Purpose has increased the number of employees motivated to work because they resonate with the future that the company is aiming for and overlap it with their own raison d'être.

— 87.5% of employees responded that their work is "meaningful and rewarding,"¹, which is quite high compared to the average in Japan.

I imagine that 'why do you think so' is different for everyone. However, I believe that creating an environment where people can feel a clear sense of growth is one aspect that contributes greatly.

At CyberAgent, we select and promote people for new opportunities on a regular basis. It's not about handing out titles. It's about valuing people and giving them certain types of work with high expectations - even for tasks that may seem small. The cycle of decision-making, success or failure, and reflection and learning will build confidence in our people.

When employees see how their own growth contributes to the organization as a whole, their perspective shifts more toward the bigger picture, leading to encouraging a team mindset around them. Ultimately, these things make for a meaningful and rewarding workplace.

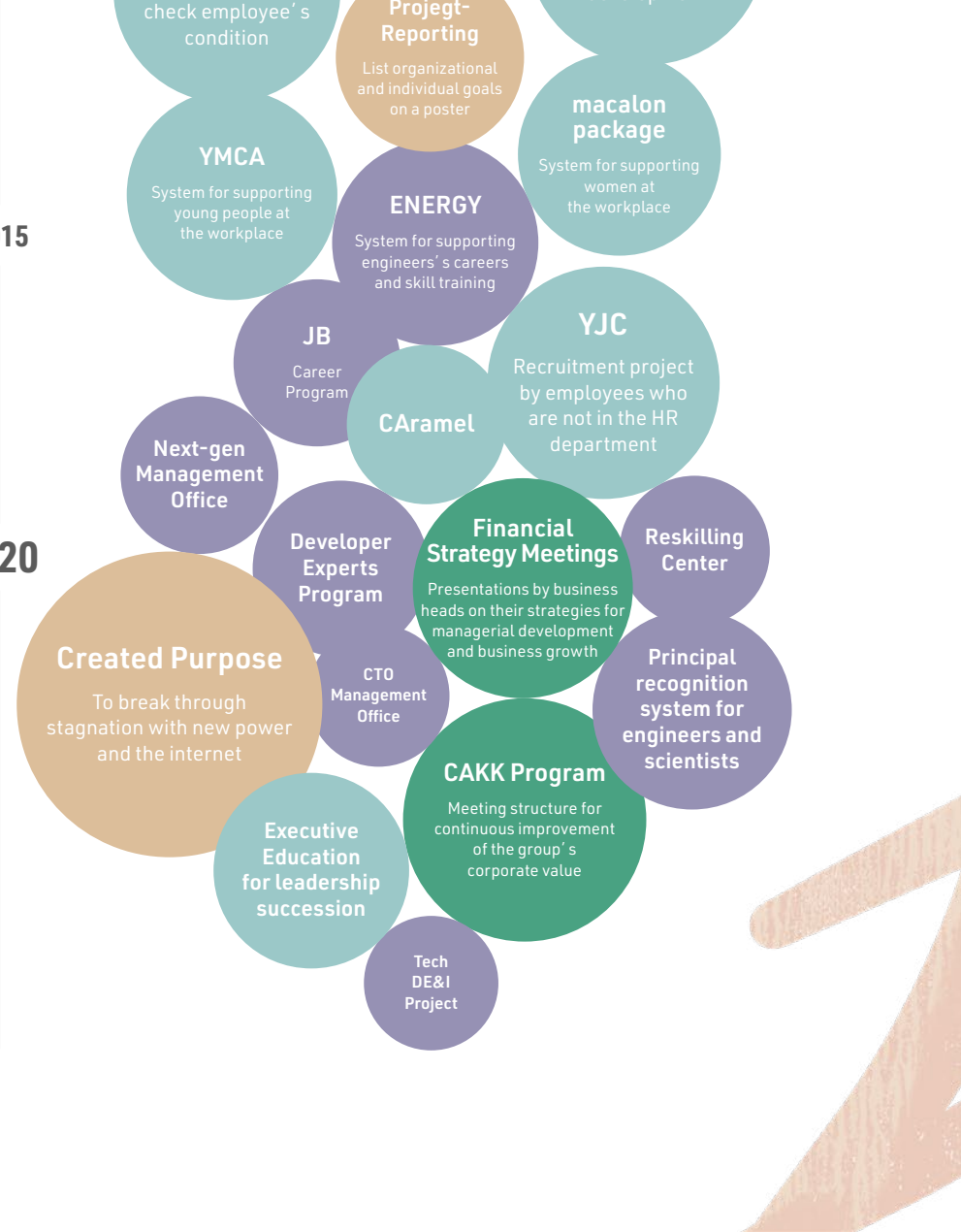
In recent years, human capital has become a more widely recognized concept, and at CyberAgent, we also believe that people are our best source of competitiveness and business growth.

We will continue to broaden the horizons of each and every one of our employees and aim for even greater growth. I believe that the new businesses and values created through such ventures will help create a vibrant society.

* Stress test conducted in FY2023

2015

2020





* New employee respondents:
Employees in the April 2023 CyberAgent Business Course

Yuta Iizuka

Senior Managing Executive Officer

Nov. 2011 President of SIROK, Inc. (current position)
Apr. 2012 Joined CyberAgent, Inc.
Oct. 2014 Became CyberAgent's youngest Executive Officer (at the time)
Oct. 2020 Senior Managing Executive Officer (current position)

Fostering a "Corporate Culture of Challenge"

Senior Managing Executive Office Yuta Iizuka, who provides opportunities for dialog with over 70 new and prospective employees, explains that "people are the most important thing for a company's growth, which is why I believe it is important for me to fulfill my role by meeting directly with the people I will be working with to help them understand the company and its operations, and to pique their interest in the company. Another reason I'm eager to meet with young employees is to identify their talents as soon as possible."

"Regardless of how long they have been with the company, employees at CyberAgent are given a great deal of autonomy. In fact, I myself launched Sirok, Inc. as a subsidiary when I was still a prospective employee. I want them to know that if they find the right approach and work hard, such as being the first to volunteer for projects and setting high goals, they can achieve unimaginable things. I also believe that a company's culture can flourish when new hires are given the opportunity to make decisions and contribute to an atmosphere conducive to achieving their best."